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Last updated 02 March 2009
About the ANU Sport & Recreation Association
BACKGROUND
The ANU Sport & Recreation Association is an incorporated organisation with a Constitution (www.anu.edu.au/sport/constitution.html). The Sport & Recreation Association (SRA) is one of the four student organisations on the ANU campus which has historically received a share of the General Services Fee paid by all Students. Other major sources of income include non-student member fees, facility usage charges and short courses. For some background on how the SRA fits into the ‘bigger picture’ on campus please refer to page 8.

OBJECTS WITHIN THE CONSTITUTION
The objects of the SRA are to promote amateur sporting and physical recreation participation opportunities among members; and for that purpose, to encourage and assist in the formation among members of sporting and physical recreation clubs and to support the activities of clubs so formed.

MANAGEMENT
The management and control of the SRA is vested in a Sport & Recreation Council but the Sport & Recreation Council shall not act contrary to a resolution passed at a General Meeting of the SRA.

Administration of day-to-day affairs of the SRA and implementation of Sports Council decisions is undertaken by the Executive Officer.

SPORT & RECREATION COUNCIL
The Sport & Recreation Council consists of:

- An elected President
- An elected Vice President
- An elected Treasurer
- Six other elected members
- A representative of the Students’ Association, if that body so desires
- A representative of the University Council
- A representative of the Australian National University Post Graduate and Research Students’ Association Incorporated (PARSA), if that body so desires.
- An Executive Officer appointed by the Sport & Recreation Council

The Executive Officer may propose motions, may talk for or against any motion, or any matter before Council, but shall not have a vote.

The members of the Sports Council other than the representative of the Australian National University, Students’ Association, PARSA, the University Council and the Executive Officer, shall be financial ordinary members of the Association who have consented in writing to their election and shall be elected by a secret ballot of financial ordinary members held in accordance with the regulations.
Section 2

Club Responsibilities
CONSTITUTION
Clubs need to ensure they are acting within the bounds of their Constitution and the Sport & Recreation Association Affiliated Club Regulations (see Section 12). Copies of the club’s latest Constitution should be available from the Sport & Recreation Association (if the Club has been diligent over past years in providing amendments). When the Club changes their Constitution a copy must be provided to the Sport & Recreation Association so we can maintain our records.

ANNUAL GENERAL MEETING
Clubs must hold an AGM once in every year. The Club should consult the Constitution for details of how to call the AGM. Normally at an AGM:

(a) the Committee of the Club shall present annual reports on the activities of the past year including the number of meetings held and the attendances at those meetings.
(b) the Treasurer shall present a statement of accounts showing money received and expended by the Club during the year; and
(c) elections shall be held.

A meeting cannot be held unless a quorum (refer to your Club Constitution) are present. Normally within fourteen days of the AGM, the Secretary shall forward to the SRA the minutes of the Club’s AGM and all reports presented, including the Annual Reports and Treasurer’s Report.

SPORT & RECREATION ASSOCIATION GENERAL MEETINGS
Clubs shall ensure they provide two representatives to all General (including AGM and Special) meetings of the SRA in accordance with the ANU Sport & Recreation Association Constitution. The SRA AGM will normally be held in March or April each year and Clubs will be notified individually via email. A failure to provide this representation may result in a fine of the greater of $200 or 5% of the Club’s previous year’s financial grant.

SPORT & RECREATION ASSOCIATION MEMBERSHIP
All ANU Students are full members of the ANU Sport & Recreation Association (unless they have relinquished their membership).

Full SRA membership is also available to all ANU Staff and graduates from any recognised tertiary institution. SRA members have access to SRA facilities and services at reduced rates, are able to join any affiliated clubs and have the right to vote at all meetings of the SRA. Full members may nominate for positions as club executives or on the ANU Sport & Recreation Council.

Other Memberships are also available. (See Section 4 of this guide - Membership Categories).

Note - Associate, Honorary Coaching and Valued Club Affiliate Members can not stand for Executive Office in the Affiliated Clubs or the SRA;
Associate and Honorary Coaching Members cannot vote in their clubs or the SRA;
Valued Club Affiliate Members cannot vote in the SRA.

All Club members must be SRA members. Clubs with non-SRA members may face fines or even disaffiliation. See over for more detail.

CLUB FACILITIES
All Clubs are responsible for the maintenance of their various Club facilities. This includes gear storage areas and notice boards within the Sports Centre, as well as those areas further afield (ie. boat sheds, North and South Oval regions). The SRA is attempting to keep the foyer area well maintained and would appreciate Clubs regularly reviewing their noticeboards to ensure out-of-date material or inappropriate material is removed.

CLUB MEMBERSHIP – MINIMUM NUMBERS
Clubs with Membership of less than 20 will be requested to justify to Sport & Recreation Council that their Club is fostering, promoting and developing their sport in line with their requirements of being an affiliated Club of the ANU Sport & Recreation Association and their Club Constitution. If the Sport & Recreation Council does not approve this justification then the Club is to be placed on 12 months probation and access to the Grant system is suspended. If this scenario occurs for two years the Club could be suspended by Sport & Recreation Council until they can reach the minimum level required to form a SRA Club.
PENALTIES

Non-SRA members are not entitled to join Clubs or receive the benefit of Club grants. (see the SRA Constitution and the Affiliated Club Regulations). Clubs that disregard this policy may be fined up to $300.00 per instance, withheld from the Club grant. Examples of offences would be:

- Allowing non-members to play in SRA teams
- Allowing non-members to use Club training time (wall, courts, dojo, weights room, etc)
- Allowing non-members to use Club sporting or recreational equipment
- Registering non-members with local sporting associations via ANU Sporting Clubs.

**Note:** Non-members participation/usage may be acceptable, but only in rare/exceptional circumstances. A set of guidelines for clubs has been developed to cover these cases (see Section 3).
Non-Member Participation
GUIDELINES FOR NON-MEMBER PARTICIPATION IN SRA AFFILIATED CLUB ACTIVITIES

Scope
1. The intention of this document is to provide SRA Affiliated Clubs with guidance relating to non-SRA member participation in SRA Affiliated Club activities.
2. These are Guidelines that set out how to operate to avoid any concealed or inappropriate non-SRA member activity. If there are any valid reasons to operate outside these Guidelines, Clubs are advised to consult with the SRA EO to discuss why or why not a particular course of action might be appropriate.

Principles for membership and participation
3. All members of SRA Affiliated Clubs must be current members of the SRA.
4. The ANU makes a yearly payment from the ANU Foundation to subsidise the participation of all ANU student members of the SRA.
5. All non-student SRA members pay a membership fee which is used to subsidise the participation of non-student SRA members in SRA and SRA Affiliated Club activities.
6. The SRA has many categories of membership that are available to cover almost every possible type of potential member (see the following section of this handbook), and Affiliated Clubs are expected to ensure that a default position is that all participants in Club activities are SRA members, ensuring that non-member participation only occurs in rare/exceptional cases.
7. Involvement of non-SRA members in SRA or SRA Affiliated Club activities must either be:
   a) priced so that it can be clearly demonstrated that the Club and SRA membership fees paid by or on behalf of the student and non-student members of the SRA are not subsidising the activities of non-members; and/or
   b) of such clearly demonstrable positive benefit to the SRA members of the SRA Affiliated Club that all Club members would agree to have the non-SRA member participation subsidised by their Club and SRA membership fees.

Transparency
8. In order that all Club activities can be shown to be above reproach and not hiding any subsidised activities of non-members of the SRA, all activity of such non-members needs to be clearly identified to all other Club members.
9. All Clubs that may have some elements of non-SRA-member participation in their activities should establish clear policies and procedures that:
   a) cover all aspects of such participation and detail how such participation is to be demonstrated to be consistent with these Guidelines,
   b) are readily available to all members of the Club, and
   c) are reviewed annually and lodged with the SRA Executive Officer.

Grants and Penalties
10. The SRA does not provide grant money to SRA Affiliated Clubs for participation of non-SRA members. Further, the SRA may fine a Club $300 for each instance of non-member participation, unless the instances of non-SRA member participation can be shown to be consistent with these Guidelines.
Examples

1. If a Club is to have a non-SRA-member ‘guest player/trip participant’ who is not asked to pay for some or all of the costs of a game/trip/activity (i.e. is being indirectly subsidised by the SRA contributions of and for members), then it should be clearly stated to all other Club members that the participation fees are to be waived/lessened and the reasons for this given. Thus a Club may say “we have got the NZ champion training/playing with us today. She is not a SRA member, but we think you all will agree that the Club will benefit greatly on account of her experience, and we are waiving any participation fee for her use of the facility and our equipment”. So, nothing is hidden, all is out in the open, and all members can see that they are getting a positive return for their subsidy of this persons participation.

2. If a Club has a policy of not requiring persons to be a Club (and thus SRA) members until they have played 1 or 2 games (essentially a form of recruitment that seeks to overcome the disincentive of large up-front fees), then this policy needs to be written and readily available to all potential and actual members of the Club and approved by the SRA EO. Note that no grants will be paid in respect of any persons who do not become SRA/Club members (i.e. a 1 or 2 game player). The Club should also consider charging a per-game fee that would recoup more per game than the pro-rated amount of the SRA and Club fees. A similar practice should be considered for training sessions as well as competition. It will be up to the SRA EO and the Club Executive to agree on how many games a person might participate in before they would need to become an SRA/Club member.

3. “Joe is sick, but Fred’s got an old school mate Trevor who can fill in for us.” However, Trevor is not an SRA member and thus is being subsidised by all of the other SRA and Club members. There may also be other Club members who would be happy to fill in or double up after playing in another division, and they have already paid their membership fees to give them this right. This practice of subbing in a non-SRA/Club-member friend should only occur after a serious effort has been made to find another Club member to fill the spot, and it should be made clear to all other club members that Trevor is getting a once-only “free ride” (through Joe’s participation pre-payment) solely to enable the team to field a full team.

4. Bone fide visitors to Canberra, (eg.) previous Club members now resident interstate or overseas, and players/participants from other Universities who are briefly visiting and looking for a game or an activity, could be permitted to participate in strictly one-off situations, and only upon payment of a premium sufficient to reverse any subsidy that would have otherwise been enjoyed. Persons resident in the local area would be required to pay for SRA and Club membership before any Club participation can occur. For slightly longer-term visitors to the ANU, a short-term membership of the SRA is available [Associate Member, Official University Visitor] and required.

5. Reciprocal rights for other University sports associations, or members of non-SRA clubs, do not exist. Generally, this should be dealt with in a similar manner as non-member visitors: if from out of the local area, participation on a one-off basis can be permitted providing there is a payment that more than reverses the subsidy that indirectly accrues to the non-member who participates. Similarly, persons resident in the local area are expected to become members of the Club and SRA before any Club usage occurs. In situations where positive benefits to SRA Club members would clearly occur if members of non-SRA ‘sister’ clubs participated in club activities or used SRA provided facilities and no premium is levied for such participation to reverse the subsidy by members, Clubs would be expected to clear such usage with the SRA EO before such situation occur. Keep in mind that other University students are eligible to obtain Associate Membership to the SRA.
Membership Categories
The ANU SRA Constitution provides for 5 categories of SRA member:

1. Ordinary
2. Associate
3. Honourary Coaching Member
4. Valued Club Affiliate Member
5. Honorary Life Member

The eligibility to join these categories is as follows:

**Ordinary**
(i) all students at the ANU are SRA Members, unless they choose to opt out of that membership;
(ii) persons employed more than 50% (of full-time equivalent) by the ANU may apply to join as Ordinary Members. These people are encouraged to pay by salary deduction as this ensures that their membership ceases when they leave the employ of the ANU;
(iii) graduates of any recognised tertiary institution can apply to join as Ordinary Members (a ‘recognised tertiary institution’ is one whose degrees would be counted by the ANU for admission to a graduate course).

**Associate**
(i) persons who are the spouse, (not dependant), of a Member may join as an Associate Member [the definition of ‘domestic partner’ recently adopted by the ACT Legislative Assembly will serve as the definition of spouse]
(ii) persons who are residing in an ANU hall of residence or college may join as an Associate member
(iii) persons who have studied as an ANU enrolled student for the equivalent of 2 years full time or more may join as an Associate member
(iv) persons, sponsored each year to SRA Council by an SRA Affiliated Club, “who would make a significant contribution to the affairs of the SRA” may apply to join as a Significant Contributor Associate Member. To protect the University/student nature of our Clubs, there is a ‘cap’ of 15% for SCAM’s in any Club. [The existence of a cap is specified by the constitution, the actual value of the cap is up to S&R Council to determine.]
(v) persons who are employed more than 50% of full-time by a non-ANU organisation that has their place of business on the ANU Campus. [eg non-ANU staff of a CRC or a spun-off company based at the ANU would qualify here].
(vi) Official University Visitors - persons who have a ‘letter of offer’ from the ANU. These will include summer students, visiting fellows, and students at another institution who are spending a period of time at the ANU. SRA Council has agreed that in addition to normal full-year Associate Membership, a Short-Term University Visitor Associate Membership be made available for this category of member - in this case no Club grant is made available to a Club due to their having as a member a short-term visitor. [This allows a visitor to participate in Club activities, even if they are only here for a few months, but the Club will need to charge the visitor the full cost of their activities].
(vii) other (non-ANU) University Students may join as Associate members.
(viii) part time/casual employees of the ANU who are not eligible to join as ordinary members may join as Associate members

**Honorary Coaching Member**
ANU SRA Affiliated Clubs may nominate up to 2 Club coaches to be granted Honorary Coaching Membership of the SRA. Similar rights to that of an Associate [can not vote or hold Executive positions in Clubs or the SRA].

**Valued Club Affiliate Member**
ANU SRA Affiliated Clubs may nominate persons, up to 5% of their annual membership, who have a significant affiliation with the Affiliated Club which that Club wishes to continue, to be granted Valued Club Affiliate Membership of the SRA. [Current cost is $30]. VCAM’s only have rights within the sponsoring club eg. no SRA discounts for Gym membership or for S&R courses, not able to be a member of an affiliated club other than the sponsoring SRA Club and no Club grant is made available to a Club due to their having as a member a VCAM. This membership is not to provide cheap SRA membership for Club Executives, as VCAM’s can not hold Executive position in the Clubs or the SRA, and would only be used by a club for an active playing member under exceptional circumstances where the club is happy to meet the playing costs of that member without the benefit of being able to claim grant money on behalf of the member concerned].

**Honorary SRA Life Membership**
Only twelve of these have been granted in the history of the SRA. They are not to be confused with Affiliated Club ‘Life Members’. These members have full rights and are not levied a fee for membership. Can only be elected at an AGM by a 2/3 majority after being proposed by the S&R Council.

**NB** - Associate, Honourary Coaching and Valued Club Affiliate Members can not stand for Executive Office in the Affiliated Clubs or the SRA;
Associate and Honourary Coaching Members cannot vote in their clubs or the SRA;
Valued Club Affiliate Members cannot vote in the SRA
Committee Management
ROLE OF THE COMMITTEE
As a sports team works together to gain the most from the skills of each team member, so too a committee must work together and utilise the skills and abilities available from its members. It should be a self-regulating structure.

COMMITTEE RESPONSIBILITIES
It is the responsibility of the club committee to:

- **PLAN** events, activities, competitions, social trips and outings in accordance with the goals and philosophies of the Club
- **ORGANISE** people and resources needed to bring the PLANNED activities about. This includes dividing what needs to be done into achievable tasks
- **LEAD** motivate, instruct, delegate, encourage and assist those undertaking the ORGANISED tasks which will bring the PLANNED activities about. Ensure that people are clear on what is expected of them and make sure they have all the information they need to carry out the tasks
- **CONTROL** monitoring all Club activities including the tasks they have delegated and the people who are doing them, keeping good records and keeping everyone informed at all times

COMMITTEE STRUCTURE
The size and structure of a Committee will vary according to the size, function and type of club. Each Club will need to structure their Committee around the type of activities run during the year. The recommended basic structure includes an elected President, Vice President, Secretary and Treasurer. Other positions can be added according to the needs of the club in accordance with that Club’s Constitution.

POSITION DESCRIPTIONS
Clubs may have different responsibilities assigned to office bearers according to their constitutions - however, this sets out the usual ways essential responsibilities are allocated amongst the Club executive.

PRESIDENT
The President has a very important role which carries a high degree of responsibility. When done well, it can provide many rewards to the position holder. The President needs to keep the needs of the members in mind at all times and ensure the efficient and effective running of the club through impartiality.

Duties:
- preside over the Committee and chair Committee meetings
- have a knowledge and understanding of meeting procedures
- to oversee and co-ordinate the activities and administration of the club
- ensure elected office bearers perform their duties as determined by the Club Constitution and adopted club position descriptions
- to ensure all other tasks necessary for the running of club activities are performed by doing it themselves or delegating to others
- to have a knowledge of the Club Constitution, ensuring its compliance and preparation for any necessary changes
- to plan and co-ordinate with the Club Committee a yearly program of activities for the club
- preparation, (with the Club Treasurer / Executive), of the Annual SRA Grants Application form
- be familiar with basic budgeting and the Association’s financial procedures
- liaise with SRA staff
- represent the club at applicable meetings called by the SRA
- acknowledge and reward efforts from other volunteer club members and committee members
Section 5  Committee Management

VICE PRESIDENT
This is virtually an assistant role to the President of the Club and second in command and represents the needs of members or may be required to stand in for the President in his/her absence.

Duties:
- act as deputy chairperson at committee meetings
- ensure the club’s activities are carried out in accordance with Club Constitution
- assist the President by fulfilling duties in his/her absence and fulfilling other duties requested by the membership

SECRETARY
Responsible for the effective administration of the club.

Duties:
Meetings -
- Prepare an agenda in consultation with the President and book meetings room
- Check minutes of the last meeting and pencil items for ‘Business Arising’
- Keep record of supporting papers required for meeting
- Take minutes including a list of attendances and apologies. Minutes include all motions, amendments, decisions and correspondence plus brief notes on discussions
- Type up and circulate minutes of each meeting to all Committee members
- Issue notices of motions or lists of actions to relevant parties

Correspondence –
- Clear club mail weekly. Inform relevant Club Committee members of any correspondence needing urgent attention or action.
- Register and circulate all incoming correspondence to President and Committee
- Arrange typing and keep copies of all outgoing correspondence on behalf of club

General –
- Keep records of minutes, agendas and action tables
- Maintain club membership records
- Keep calendar of club activities
- Keep register of club equipment
- Submit articles to available newsletters for promotion and publicity
- Maintain club notice boards
- Secretarial and administrative duties can vary from club to club. We suggest that you compile a list of additional duties to complete the duty statement above.

TREASURER:
Treasurers are required to keep cash books, recording all incoming and outgoing expenditure of the club accurately. Treasurers need to be methodical, careful and honest in their approach to their position.

Duties –
- To prepare, in consultation with President and committee, an annual club budget to be presented to the SRA.
- To be aware of financial policy, and up to date with the Club Grants System. Part of this requirement will involve attendance at the annual SRA Club Treasurer’s Meeting.
- Preparation, (with the Club President / Executive), of the Annual SRA Grants Application form.
- Report to the Club Committee on the up-to-date financial status of the club.
- Prepare and submit all payment requisition forms with supporting documentation on behalf of the club.
- Keep accurate and up-to-date internal financial records. Issue and collect receipts for club income and expenditure.
- To prepare Club accounts to be submitted for audit as directed by the SRA, and to attend the audit as required
MAKING A COMMITTEE WORK
The Committee is the life blood of a club. An efficient, effective, happy Committee is the key to running a successful club. Achieving this is sometimes easier said than done. Some key ideas which may assist you in co-ordinating a more effective Committee follow.

LEADERSHIP STYLES
AN EFFECTIVE LEADER WILL PULL RATHER THAN PUSH PEOPLE ALONG –

Leadership styles can range from dictatorial (where all the power is vested in one person) through to easy-going (where there is little direction or involvement from the elected leader). Different leadership styles may be more effective at different times, depending upon the types of activities the club is undertaking. The right style of leadership for your club is the style which helps the Committee achieve its goals and assists the development of the club. By developing the potential of others, leaders can confidently delegate tasks and free themselves up to focus on managing and developing the club.

L LEAD WITHOUT CONTROLLING
I INVOLVE CLUB MEMBERS IN DECISIONS
S STIMULATE BALANCED DISCUSSION
T TIME MEETINGS TO FINISH ON TIME
E ENCOURAGE FOCUSED DISCUSSION, KEEP MEETINGS ON TRACK
N NEGOTIATE SUCCESSFULLY BETWEEN MEMBERS

EFFECTIVE LEADERS
● Have a good relationship with club and Committee members and therefore have their respect
● Keep the club moving forward
● Develop a vision for the club through consultation with club members and long term thinking
● Inspire the enthusiasm and energy of members to maintain their involvement and pursuit of vision
● Communicate effectively
● Focus on peoples strengths and build on them
● Trust people enough to delegate and let them get on with the job
● Are able to face up to being wrong without losing face
● Hold the concerns of the club members as their highest priority at all times
● One of the most important abilities of an effective leader is COMMUNICATION. Someone who is leading a group of people needs to be able to LISTEN to others and EXPRESS themselves clearly.

MOTIVATION - WHY DO PEOPLE JOIN A CLUB COMMITTEE?
● Gain skill and knowledge
● Social interaction
● Loyalty to the sport/activity/cause
● Sense of achievement, status and/or recognition
● To help others
● Meet the expectations of their family, peers etc

Most importantly, people volunteer their assistance to ‘get something out of it’. Long term motivation comes from achieving the goals they have set for themselves and that the club has set for its development. If people feel they are making a contribution toward the development and ongoing success of the club while developing new skills for themselves, their motivation will be maintained. If someone feels obligated or pressured into doing something, then they are doing it for the wrong reasons and will probably not do it well or for very long.
MAINTAINING ENTHUSIASM
If you can create an organisation that people will want to be a part of, where their effort is rewarded and valued, then you will have the right climate to maintain your current volunteers and foster new ones. People need to feel needed, important, appreciated and worthy as a person in order to feel that their contribution is valued.

SOME CONCRETE THINGS YOU CAN DO TO MAINTAIN ENTHUSIASM WITHIN YOUR COMMITTEE AND VOLUNTEER BASE
- Tell someone what they are doing RIGHT
- Provide recognition through a thank you letter
- Award a trophy at the end of the year
- Trust. Don’t over-manage someone who is doing a good job. Let them get on with it
- Make sure that everyone is aware of the resources and assistance that is available to them
- Offer to help if they seem unsure of themselves
- Listen

MAKING EVERYONE’S JOB EASIER
- Write specific job descriptions for the Committee positions in your club and review them regularly
- Keep records of activities, participation rates, costs, quotes etc
- Compile a resource folder full of relevant information, policy, contacts, suppliers who provide discounts etc.

IMPORTANT QUESTIONS TO ASK YOUR COMMITTEE
- Is there a balanced division of work in committee roles in your club?
- Does each individual know what is expected of them and what resources are available to them?
- Do people receive some form of thanks or recognition within your club?
- Are YOU listening to others and being open to their views?
- Are YOU expressing your ideas clearly?

MEETINGS
Meetings are essential to the effective running of club activities. It is one of the most effective ways to maintain the flow of communication between Committee members – if the meeting is run properly.

BAD MEETINGS
- Go on too long
- Generate a lot of talk and no action
- Are a forum for ego gratification
- Have confused outcomes
- Achieve very little

GOOD MEETINGS
- Assist in improving the communication
- Follow a clear agenda
- Allow everyone to have input
- Result in decisions made and action taken
- Enthuse Committee members

Leadership rests with the Chairperson – usually the President. Therefore the chairperson makes the difference between a meeting where things happen and a time wasting exercise.
RESPONSIBILITIES OF CHAIRPERSON

- Stick to the Agenda
- Make sure all those who should attend the meeting are given due notice and an agenda
- Open the meeting and preside over it, call each item of business, guide discussions, motions etc.
- Introduce speakers
- Impartiality – keep the needs of the club membership in mind at all times and do not allow personal feelings or opinions to influence decisions
- Holds the casting vote – in cases where the Committee votes are evenly matched the chairperson exercises his/her right to vote after weighing up all aspects of the issue concerned
- Firmness – control the discussion and ensure everyone has their say and does not contravene rules of the club or ANU Sport & Recreation Association
- Tact – knowledge of where and when to call a halt to discussion and pull the meeting into line
- Common Sense – clearly thinking issues through, ability to sum up debate on an issue and guide the meeting on a realistic course of action.

Don’t . . .

- Continually change your mind on an issue
- Have one rule for some and different rules for others
- Cut short debate on important issues prematurely
- Railroad the decision making process
- Direct comments at people rather than the issues. Just because someone disagrees with you does not make them wrong

AGENDA

An agenda is a list of items of business to be discussed by the Committee and gives the order in which they will be discussed. Supporting papers for controversial or difficult issues are always a good idea.

The agenda is written by the Secretary or Vice President and should be circulated prior to the meeting date to all potential attendees.

DUE NOTICE OF A MEETING IS REALLY, REALLY, IMPORTANT FOR ITS SUCCESS

A sample agenda might look like this:

1. Attendance and Apologies
   (It is important to keep a list of who has attended meetings and who has sent apologies. Send around an attendance sheet)

2. Confirmation of Minutes
   (To confirm the minutes of the previous meeting. The Secretary must note any amendments in the motion of acceptance)

3. Matters Arising
   (Deals with unfinished business from the previous meeting)

4. New Business
   (New items of business, eg. planning for a trip, equipment purchases, etc)

5. Reports
   (Secretary presents any relevant correspondence, Treasurer presents a financial report, new policy or notices from the Association can also be dealt with here)

6. Other Business
   (For matters which did not make it onto the agenda but have been brought to the chairperson prior to the meeting’s commencement)

7. Next Meeting and Meeting Close
   (Set a date for the next meeting and close the meeting).
CONFLICT – DEALING WITH IT

Resolving conflict within a Committee can be difficult and uncomfortable. Before confronting someone over a situation, it is important to examine your own feelings and motives. Sometimes conflict can arise when we feel we are being undermined, bullied or victimised in some way. Conflict can also arise when we feel insecure about our position of power in the Committee. Consider how you may be contributing to the situation. Some questions you might like to ask yourself before tackling a difficult situation follow. It is important to be very honest with yourself in your answers.

- Did the person have a clear understanding of what was required of them and when?
- Was the person aware of all resources available to them?
- Is this conflict a personal or professional one?
- Should it be dealt with inside or outside the Club Committee?
- Do you have any personal investments, which are being threatened by this situation? eg power or station in the Club
- Was the person pushed or bullied into doing something they did not want to?
- Have you listened impartially to both sides of the story?

When dealing with conflict, it is important to be clear-headed and not over emotional. If you have strong emotions attached to the situation, find someone impartial to talk to and get it out of your system. Be clear on the facts and focus on them. There are ways of expressing how you feel without attacking the other person. By attacking someone they are likely to get defensive and the discussion can easily escalate into an argument which is unproductive for both parties. Always remember that you and others have the right to:

- Be treated with respect
- Experience and express your feelings
- Change your mind
- Say no and not feel guilty
- Make mistakes
- Ask for information

RESOLVING CONFLICT

In trying to resolve conflict within the Club, an independent mediator can sometimes assist. This person should not be involved with the situation or have any vested interests in the outcome. Calling all parties together to focus on a win-win outcome is one way of approaching a resolution. Being willing to compromise and being committed to finding a solution to the problem are the key elements to dealing with any conflict effectively. Again, communication and openness are essential for this to work. Have an open, round table discussion with a mediator present, keeping the following in mind:

- Be willing to fix the problem
- Say what the problem is for Y O U
- Listen to what the problem is for T H E M
- Attack the problem – not the person
- Look for answers so everyone gets what they need
FACILITIES AVAILABLE
YOUR ONE-STOP CLUB – ADMIN SHOP

ANU Sport & Recreation Association assists clubs by providing general administrative resources. The following is a list of facilities and services available for CLUB BUSINESS ONLY.

Phone/Fax
We do not have a ‘club’ phone but clubs can use the office phone/fax. Please ask the office staff before using the phone to let them know what you are doing.

Club Mail Boxes
Any club specific mail and SRA notices are put into your mail box which is labeled with your club name and located in the staff room near the Old Sports Hall entrance. Clubs should check their pigeon hole at least weekly.

Meetings Room
Hire is free and bookings can be made directly through the SRA Office.

Notice Boards
Each Club Notice Board needs to be regularly monitored and updated. The SRA clears all material off the Notice Boards in January each year.

Photocopying
The SRA will not print discriminatory or offensive material and will not allow clubs to circulate any such material in any form. The photocopier is not for your assignments and party invitations, but for CLUB BUSINESS ONLY.
Sponsorship & Fundraising
GUIDELINES
The ANU Sport & Recreation Association has some unwritten guidelines in respect of sponsorship policy. All clubs seeking sponsorship are expected to adhere to these guidelines when deciding who they will approach for sponsorship:

- Clubs have the authority to seek and negotiate sponsorship within prescribed guidelines. They do not have the authority to offer the name of the University or SRA for use by a sponsor.

- Sponsorship of tobacco products is prohibited due to health legislation, community attitudes, Australian Universities Sport policy and the University ban on smoking in all buildings.

- Sponsorship by alcohol producers, breweries, wineries and distilleries is discouraged by the SRA due to community attitudes, AUSF policy, health considerations and the link between misbehaviour by sporting groups and over consumption of alcohol.

- No racist, sexist or in any other way offensive material is to be printed on t-shirts, posters or other promotional material associated with the club which may attract criticism or diminish the reputation of the SRA or University in any way.

- Clubs have no authority to enter into contracts or give undertakings which place any obligation upon the SRA or offer the use of SRA facilities or give the sponsor any control over the affairs of the club.

Sponsorship Means Business
Contrary to popular belief sponsorship is not a gift. A sponsorship is a BUSINESS AGREEMENT which benefits both parties. Financial assistance without expectation of return of the part of a donor is PATRONAGE or TRUST or DONATION. Sponsorship on the other hand is an agreement where services, products, discounts or money is offered in return for promotional (generally) benefits to the sponsor.

Who to Approach
Successfully attaining sponsorship is one of the greatest goals a club can achieve. Not only does it benefit the club, but also it offers huge rewards to club members actively involved in securing sponsorship on behalf of the club in terms of practical experience.

When seeking sponsorship keep in mind what kind of companies will be targeting a student or sporting market and will be interested in what you have to offer.

Improve Your Chances
- Plan ahead. Give sponsors plenty of time to consider and discuss your proposal. Many companies allocate their sponsorship monies prior to the beginning of the year, so if you approach them in February or March you may have missed the boat.

- Choose companies in keeping with your clubs activities or the target market available to them through the University.

- Ensure that the company image/product/services does not clash with current sponsors of the club or SRA.

- Prepare a written proposal which is professional, eye catching and not too long-winded.

- Phone the company and find out the name and title of the person you should send your proposal to.

- Once you have sent your proposal, allow a reasonable amount of time and follow it up with a phone call.
Why do Sponsors Sponsor?

- To give the company name exposure to target market audiences
- Enhance the image of the company/service/product
- Direct increase in customer base and sales

By keeping these points in mind when preparing a proposal, you are likely to emphasise the maximum benefit to your potential sponsor.

PREPARING A PROPOSAL

Your objective is to secure a meeting with your potential sponsor where you can both discuss the details of your proposal and the various benefits available to both parties.

When putting it in writing be brief and to the point. Make the document easy to read and professional. Remember also that sponsorship can come in many forms including products, discounts and services. Your club may benefit more from the services or products a company can offer than from a pure cash exchange.

Opening

- Date the covering letter and proposal
- Who the proposal is from – include a name and contact phone number in case there are any queries
- To whom the proposal is addressed – full name and title. Ring ahead; confirm spelling
- Briefly introduce the club and its affiliation with the ANU Sport & Recreation Association. Present a positive image of the club and outline how the company can benefit from an association with it.

Background

- Give brief statistical details of the club, ANU Sport & Recreation Association – size, membership, age, income, location etc.
- Give brief examples of successful club activities and services
- Benefits – what we offer
- What can you offer a sponsor? Consider publicity, discounts, media coverage, opportunities for product or services sales
- Show how the company’s image can be enhanced through being associated with your club – e.g. – advertising, acknowledgements, slogans, awards.

What We Want

Be reasonable when determining a realistic sponsorship ‘price’ in return for the benefits you are offering. Make sure you consider:

- Amount and type of sponsor exposure
- Audience potential to sponsor - who and how many can you market to
- Compatibility of sponsor and club activities
- Potential for sponsor to increase customer base and/or public image
- Size of sponsor’s PR budget and current promotional commitments they may have
- Opportunities for sponsor to extend their exposure in the future

Keep in mind that many sponsors these days are looking for longer term sponsorship deals where they can gain support for 2-3 years. Remember also that if you do not deliver what you promise, you will have blown your reputation and your club’s chances at future sponsorship.

Meeting to seal the deal

To secure a sponsorship, nothing can replace the personal touch of a presentation by your club to the company. It is important to remember that the people you approach are dealing with clubs and
organisations requesting money every day. If you are trying to scam them they will pick it up immediately. If you know your club, believe in what you are offering, your genuine interest and sincerity will be convincing. Once you have a meeting date the most important thing is GET THE RIGHT PERSON TO DO IT!!

No matter how great an administrator you may be, you may not feel confident in your ability to sell your club convincingly. Find someone in your club who can do the job, and do it well. Make sure they are involved in the whole process of preparing a proposal and are well prepared for presenting the interest of your club in a dynamic way. Don’t forget to dress for the occasion.

Yes . . . .

Congratulations! You got your sponsor/s. But don’t take the money and run – (No, really, it looks incredibly bad).

Secure your future with your sponsor and LOOK AFTER THEM. Make sure you deliver everything you promised. Keep your sponsor involved and informed of all your clubs activities.

Someone in your club has the job of giving your sponsors the VIP treatment and ensuring that the club delivers everything it has promised.

**DO:**

- Show them you value them. Send copies of all promotional material containing their logo/name
- Ask their advice. They may have valuable contacts and business expertise which will benefit the club during the planning process
- Give them tickets to your sporting, recreational and social events
- Send copies of newsletters, advertising and promotional material
- Keep a scrap book or log of what support you offer the sponsor during the year for future reference

**DON’T:**

- Ignore your sponsor and the commitment your club has made to them
- Forget to include their logo/name on promotional material
- Forget to acknowledge your sponsor at club events
- Take the money and run
- Expect them to be happy to give again next year if you haven’t looked after them

**Give Them Spotlight Support**

Your job is to show that the club is honouring the agreement it has made. A sponsor who sees that your club is providing for their needs (i.e. – exposure of company name, enhancing the company image and improving product sales) will continue to support your club in the future. Some suggestions:

- Offer ground/venue advertising
- Display sponsors name on uniforms, clothing, club equipment etc
- Include sponsors logo on club stationary items – e.g. – with a well designed stamp
- Offer the sponsor opportunities to market products/services at club level
- Include sponsors name on trophies and promotional material (e.g. – entry forms, tickets etc)
- Encourage club members to support your sponsor’s business
- Acknowledge your sponsors support via announcements at club events and prominently display their name
- Allow the sponsor to use club photos for product promotion and advertising
- Guarantee the sponsor that no photo of any club member will go to the media unless the sponsor’s logo is featured
- Offer the assistance of the club to sponsor for their promotional activities
**Contract’s End**

It is important to say thank you at the conclusion of a sponsored project. Being a business agreement, both parties may wish to evaluate the value they have gained from their association and decide whether they wish to continue it. If either party feels that the agreement was not of great benefit you may want to see if there is more to offer or perhaps conclude the association at this time. No matter which way you decide to go, it is important to say thank you.

- Write a thank you letter. Offer praise to particular individuals within the company who may have provided lots of advice or assistance. Ask them if they were satisfied with the level of service the club provided to them
- Acknowledge the sponsors assistance at your end of year function and send them a ticket
- Ask specific club members to write thank you notes, especially if they have personally gained in some way.

**FUNDRAISING**

*For fun and profit*

Fundraising is essential to the survival of ANU Sport & Recreation Association Clubs. Without it they cannot purchase equipment, offer cheap training or run cheap functions for their clubs.

Fundraising efforts are most effective when activities are geared toward raising money for a specific purpose. This is where the **PLANNING** comes in.

**Plan ahead**

- List what you will need extra cash for during the year (include purchases, Inter university competitions, uniforms etc)
- Research the costs of each item
- Work out how much money you need to raise for each item. Remember you can apply for subsidies according to SRA policy for certain items
- Set goals on a monthly/quarterly? Basis – e.g. – we want to raise $500 by June
- Plan fundraising activities which will help you realistically reach these goals. Remember to take into account any costs incurred by the activity itself
- Assign implementation actions to committee and club members and ensure that they are carried out
- Every club should produce a planned budget for their fundraising activities during the year
- Monitor the success of your fundraising efforts

**NO! I don’t want to buy your bloody chocolates...**

It can be difficult, but if you put your mind to it, you can come up with at least a dozen different ways to tell someone selling chocolates or raffle tickets to get lost.

Maybe there are better methods of fundraising.....

**The key considerations are**

- How much work will I have to do and convince others to volunteer to do?
- How much money will the club have to risk to get it going?
- What’s the likely net reward?

Consult people who have run similar events. Press them for the real figures they raised, and real amount of work and initial money they outlaid – nobody likes to appear to have failed. Treat tales of organisations that “raised a bloody fortune, and all they did was organise a ball with a bit of food and grog” with a grain of salt.

Hold their urban myths up to the light and stick to the set of key considerations shown above.
SOME IDEAS AND THEIR PROBLEMS

Auctions: the pitch

There are a whole range of options here, depending on how much time and assistance you have. Mystery Auctions where you auction off mystery packages. The key to success here is to advertise some attractive prizes (e.g. – Mystery flight, watch, music vouchers) which you get through purchase or donation. A Dutch Auction is where you canvas local shops and club contacts for items they can donate and you then auction. Another common option is the slave auction where people are raffled off for the night. All you need here are willing and wanted participants. You can also hire a professional auctioneer to make proceedings more interesting.

Auctions: the reality

You are a student. Your club is full of students. Who do you know? Mostly students.

How are you going to get money out of students on the scale required to justify an auction?

With the same time and effort it costs you to get products out of all those sponsors, you could have been playing the percentages and pitching for the year’s sponsorship.

Film Night: the pitch

Most cinemas offer cheap, bulk purchase tickets which you can then sell off at a higher cost to your members. Some cinemas will offer catering or they may allow you to do your own light supper or luncheon.

Film Night: the reality

Margins are tight, meaning you have to sell a barrow load of tickets to justify the support of those who do buy tickets (they’ll only support you a finite amount of times), but that’s okay, because often cinema chains have high minimum numbers they’ll sell you, meaning greater financial exposure for your club. Then get consensus on the films.

Cocktail Party/Social Night: the pitch

Get a deal happening with the local nightclub or hotel. Many clubs will offer you 4 cocktails and beer, wine and softdrink for around $20/head. You can then sell tickets to members and non members to raise funds.

Cocktail Party/Social Night: the reality

For this to work you basically need excellent promotion. Make sure your terms with the licensee are clear, written down and signed by them. Pre-sell tickets to ensure turnout and to give you an idea beforehand of success. When negotiating with the venue, be mindful of the business you’re bringing them.

X-athon

Walkathon, Readathon, Car Washathon, Aluminum can collection and so on.

Check out the time : revenue ratio.


**Stall Sales (including food & drink)**

Homemade produce, jumble sales, furniture. Can be a profit making exercise with lots of fun. Again, make sure you promote it well.

**Merchandise**

T-shirts, caps, windcheaters, calendars.

Minimum runs of 50 usually apply for clothing of any worth and aims of providing a shirt that will fundraise, act as a member shirt, and give the club profile, can conflict. Be clear on what you are trying to do.

**Raffle**

Be aware that raffles in the ACT may require a permit. Speak to the ACT Government (in the ACT Government section in the phone book) for specific regulations for raffles and gaming activities. If you can get the prizes donated, it means you make a lot more money.

**Donations**

Small value goods and services are good to pursue. Things like 2 for 1 vouchers, dinners for two, drink cards, free equipment hire. You can use them as giveaways or spot prizes during a social function or raffle them.

**Grants and Subsidies**

Local government may assist club level groups for specific sporting purposes.

Be imaginative in your fundraising ideas.

- Critically evaluate the amount you are likely to skim, and compare it to your financial exposure in running the event and time and effort it takes to run it
- Use reliable testimony from people who have run similar events in other clubs to gauge whether you want to embark on this journey into fundraising land
- Give yourself plenty of time to prepare, get everything you need, and also give us plenty of notice.

**GOOD LUCK!**
Legal Aspects & Obligations
INTRODUCTION
The aim of this module is to give you an overview of the legal aspects important to running a sport and recreation club and to give you an understanding of your obligations with respect to these.

DISCLAIMER
The information in these documents contains comments of a general nature only and is not intended to be relied upon as, nor as a substitute for, specific professional advice. No responsibility can be accepted by the ANU Sport & Recreation Association for any loss occasioned to any person doing anything as a result of this information.

INCORPORATION
What does it mean?
The ANU Sport & Recreation Association is an incorporated body with a Constitution which sets out the objectives, powers and rules of the ANU Sport & Recreation Association. Our clubs, as affiliated bodies of the SRA have no legal protection in their own right unless separately incorporated and exist only by way of their affiliation to the SRA. As an incorporated body the SRA can:
- Sue and be sued
- Own land and chattels
- Make contracts and enter into tenancy agreements
- Receive a bequest or gift from a will
- Remain in existence no matter who is a member until it is disbanded by law

Advantages
The office bearers and members are not personally liable for:
- The debts of the SRA
- The negligent acts or omissions of OTHER office bearers and members (unless otherwise specified in rules)

It does not protect the individual from liability for his/her own negligence.
Clubs are protected through their affiliation status with the ANU Sport & Recreation Association provided that each member is a member of the ANU Sport & Recreation Association. Unincorporated Clubs cannot enter into contracts under their own name.

SAFETY AND FIRST AID
Accident and Incident Reports
Responsibility for safety lies with the person in control of the activity or venue.

For their own protection, Clubs should document ALL accidents, incidents (no-injury) and near misses. When an accident occurs an Accident Report must be completed. When a near miss or an incident occurs which does not involve injury a Near Miss/Incident Report must be completed.

Clubs need to keep a record of all accidents and near misses. This will assist you in writing a set of safety procedures for the club. Remember that a near miss is an injury that could happen next time if a safety procedure is not introduced. Once these procedures are written up and distributed to committee members, it is a very simple matter of maintaining them. Every year the club committee should sit down and review their clubs safety procedures, making changes or amendments where necessary. All procedures, no matter how minor or irrelevant they may seem to you, should be well documented and updated annually.

First Aid
The ANU Sport & Recreation Association recognises the need for a number of club committee members and trip leaders to be adequately trained in first aid. It is also important to ensure that you have appropriate first aid kits and appropriate number of qualified first aiders. First aid treatment must be consistent with training and competence.

Get a list of first aid trained people and make sure that you have an appropriate number for the type of activity. Ensure your First Aid Kits are stocked up. Partial cost of First Aid Courses can be claimed under the Grants System.
LIABILITY

The First Aider
A coach/trip leader/trainer is expected, by law, to exercise the level of competency they have when administering first aid. That person is not expected to perform beyond the limits of his/her skill.

A First Aider may be liable if she/she is shown to be negligent in not calling for qualified medical assistance. The person is expected to know the limits of their first aid knowledge and should not treat an injury requiring qualified medical care.

The Coach
When a coach is engaged (paid), they are expected to perform to the standard of skill according to their qualification.

These people should be covered by PROFESSIONAL INDEMNITY INSURANCE which many coaches/instructors who are accredited with the State or National governing bodies should have. Clubs should ensure that their coaches are adequately covered by such Indemnity Insurance.

The coach is bound by Duty of Care to:
- Provide proper instruction in skills and strategies
- Have a knowledge of participants by ensuring they are in proper physical condition and being aware of their skill level and ability
- Treat an injury correctly or permit a player to retire if injured
- To act competently within the level of qualification they hold
- Provide adequate supervision through vigilance
- Ensure they are accredited with State and/or National bodies and adhere to their common practices and regulations
- Ensure the suitability of facilities and equipment
- Not make defamatory remarks
- Adequately warning the participants of the risks involved in the sport they are participating in

The Player

Liability to Other Players –
Risk of personal injury is inherent in most sports and therefore most players are assumed to have a knowledge of and consent to injuries in the usual play of the game.

However, such assent cannot be assumed where play is outside the game rules or intentionally dangerous. Players may be liable for injuries caused to their fellow players in both:
- Negligence – i.e. – negligent or accidental actions
- Trespass – i.e. – deliberate assaults where criminal charges can be laid

A player must take reasonable care for the safety of their fellow players. It may be prudent to include in a Club Constitution a “Duty of Members” which includes “members will not conduct their activities in such a manner as to expose other members of the Club, and other players, to any additional or undue risk”.

Liability to Spectators –
No liability if a spectator is injured by accident during the normal course of play. However, any intentional, reckless or direct assaults/attacks on spectators will render the player liable for criminal offence.

The Club
The club, if it does not ensure safety procedures are well known and followed, may be liable for injuries to players, spectators and other persons for negligent actions of coaches/trainers and players as the employer of these persons.
In the case where the club is an occupier/owner of a sportsground or complex, for injuries caused by any defects or dangers of the premises.

The club must take all due care to employ satisfactorily accredited and qualified trainers and players, and to maintain any equipment and provide a safe environment in which to conduct its activities. The club must not simply take reasonable care but must ENSURE REASONABLE CARE IS TAKEN.

Make sure you write down safety procedures for your club and give a copy to the ANU Sport & Recreation Association.

Regularly service and maintain all your equipment and remove any faulty articles from use.

Does the venue you use provide first aid support and adequate safety measures?

**The Organiser**

If a Club chooses to organise activities and members participation rather than facilitating members carrying out their own activities it should be noted that an organiser of an event can be held liable for injuries caused by a defect or danger on the premises or in the event.

For example – Car Rally – an organiser was held liable for injury caused by a head-on collision which occurred during the race. The driver made an incorrect turn and drove the wrong way up a track. It was held that such an instance was foreseeable and the organisers had been negligent in not installing “Wrong Way – Go Back” signs. It may sound nice to be termed “event organiser” or “trip leader” but bear in mind the responsibilities that go with the role.

**INSURANCE**

Over the course of 2009 the ANU Insurance Office have re-folded all of the ANUSRA’s insurances under the ANU’s blanket policies. This includes Public Liability, Personal Indemnity, Building and Contents, Fire and Peril, and Personal Accident Insurance. The SRA’s Sports Promotions Manager, Katie Duncan, will be liaising with the ANU’s Insurance Manager on all insurance issues.

Please contact Katie if you have any changes to inventory or you have questions or claim enquiries.

**OTHER ISSUES**

**Non-Member Participation**

In our current litigious age, it is a requirement that all clubs maintain records of participation in their activities and usage of equipment or facilities. For example, trip sheets are to be completed by any club conducting a trip/excursion.

Guidelines for non-member participation can be found in Section 3 of this handbook.

From a legal perspective as long as reasonable duty of care and all other measures have been adequately taken by the club and its coaches/trainers/trip leaders, a non-ANU Sport & Recreation Association person may participate in a club activity. It must be noted that they DO NOT have personal accident insurance.

**Persons Under Age 16**

The ANU Sport & Recreation Association discourages participation of persons under 16. If there are exceptional circumstances for admitting a person under 16 to SRA membership, then special application may be made to the Sport & Recreation Council.

**Disclaimers**

It is common practice for clubs and leaders of activities to use signed general disclaimers or exemption clauses to try to protect themselves from liability in running an activity. Such general disclaimers will not stand up in court and are certainly not taken seriously by the legal profession. These do serve to warn the participant that there may be some risk involved in the activity they are undertaking. The
SRA encourages their use – particularly in medium to high risk activities.

SPECIFIC disclaimers identifying specific risks have legal credibility and are highly recommended for high-risk activities.

**Sexual Harassment**
Sexual harassment occurs when a person:
- makes an unwelcome sexual advance, or
- makes an unwelcome request for sexual favours, or
- engages in an unwelcome conduct of a sexual nature,
in circumstances in which a reasonable person, having regard to all the circumstances would have anticipated that the person harassed would be offended, humiliated or intimidated. Importantly a single incident is sufficient to constitute sexual harassment. The fact that there may be no intention to harass will not be relevant in determining whether the conduct was welcome. Clubs are under a duty to take all reasonable steps to prevent sexual harassment.

**Discrimination and Vilification**
Discrimination and vilification (based on gender, age, religion) are a most serious area of concern to the SRA. If you wish to discuss these issues, contact the SRA Executive Officer.

**Privacy**
All efforts should be made to respect the privacy of Club participants. Do not publish personal particulars of members in print or electronically without their express consent. If you wish to publish personal information, people need to “opt in” to participate, not “opt out” if they don’t want their details printed. When publishing information, consider the Privacy Principles that form part of the Commonwealth Privacy Act 1988. In particular:

**Collection:** Don’t collect personal information unless you need it. Make sure it is clear to people why you are collecting it.

**Use and Disclosure:** Only use or disclose personal information for the purposes for which it was collected.

**Data Security:** Take reasonable steps to protect private information.

**Anonymity:** People should have the option to remain anonymous where this is practical.

For more information, see [www.privacy.gov.au](http://www.privacy.gov.au)

**SUMMARY OF KEY ISSUES**
- Common sense
- Understand your obligations
- Observe venue requirements and rules
- Identify the areas where your club is exposed to risk
- Adopt strategies to eliminate hazards and minimise the occurrence of incidents
- Conduct induction and training for all members
- Clearly state roles and responsibilities of office bearers
- Document all the clubs procedures
- Regularly review operations
- Report all accidents and incidents
- Obtain professional advice when required
GRANT APPLICATIONS

Clubs are to submit written application for grants together with statements of income and expenditure at such time as the Council directs. Applications are to contain an itemised statement of proposed expenditure of SRA funds. The SRA has a documented policy for Club grants included as Appendix C.

When considering applications for grants to affiliated clubs the Council will take account of the following points:

- the number of playing members of the club;
- the regularity of engagement in sporting or physical recreation events;
- capital requirements of the activity;
- club history of equipment purchase and maintenance;
- the efficiency with which the affairs of the club are conducted;
- the soundness or otherwise of the financial arrangements of the club; and
- maintenance of the expenditure cap set by Council.

Applications for supplementary grants may be made in writing to the Executive Officer of the SRA at any time.

Grants by the Council to affiliated clubs are made subject to the following conditions:

- that the actual expenditure of the grant by the club shall be in the manner specified by the Council;
- that the club continues to function as an active club during the year in which the grant is made; and
- that the club refund to the Council any portion of the grant not spent as specified by the Council.

PROCEDURES

- February 19th - Distribution of Grant Documentation via email.
- 6pm Tuesday February 23rd - Treasurer’s Meeting, North Oval Pavilion
- 6pm Tuesday March 2nd – President’s Meeting, North Oval Pavilion
- 12 noon Friday March 12th – Grant applications due
- Applications and completed checklists must be returned via email
- March/April – Grants Committee determines each club’s 2010 funding
- Early April – Grants Committee makes recommendations to Sports Council, who in turn will approve funding once satisfied.
- Mid April – Clubs will be notified of their 2010 funding and the conditions they must satisfy.
- May – Clubs have the right to request funding details and/or appeal their club’s funding.
- Audits – Documentation specific to grant expenditure must be provided.
- November 30 - Window of opportunity to expend 2010 funding ends.
Alcohol Policy
OBJECTIVES
These guidelines are designed to meet the following objectives:
• to minimise alcohol related harm to the individual
• to minimise alcohol related damage to property
• to improve and preserve the reputation of universities, university sport and university sports people in the general community.

Sport & Recreation Council has the power (under section 21 of its constitution) to:
• fine, cancel or suspend the affiliation of any Club which, or
• fine or exclude from membership of an affiliated Club a member who, by ignoring these guidelines acts in a manner detrimental to the interests of amateur sport and physical recreation.

INTRODUCTION
To assist in the achievement of the above objectives, The Australian National University Sport & Recreation Association Inc (ANUSRA) has established a number of specific guidelines relating to the conduct of sporting and social events at which alcohol may be consumed by participants. These guidelines are based on those adopted by Australian University Sport, (of which the ANUSRA is a member), and the Australian National University Facilities and Services Division (of which the ANUSRA is an umbrella organisation).

ANUSRA accepts that alcohol consumption is ultimately a matter of individual choice but it expects that those responsible for organising functions or events which involve alcohol understand:
a) their responsibilities to the ANUSRA and the community; and
b) appreciate their duty of care; and
c) endeavour to conduct the functions or events in a manner consistent with the intent of these guidelines.

A.C.T LIQUOR ACT
Information on liquor licensing regulations for the ACT can be obtained from the liquor licensing branch of the Department of Justice and Community Safety. Inquiries can be made to 6207 0562. Copies of the Liquor Act 1975 can be obtained from the ACT Government Shopfront, East Row, Canberra City.

Simply put, if you are selling alcohol (or tickets to be redeemed for alcohol, or similar) then you need to satisfy the provisions of the Liquor Act. Ring the above number to clarify the needs of specific functions.

Be aware that under Section 79 of the ACT it is an offence to sell or supply liquor to a person where there are reasonable grounds for believing that the person is intoxicated.

ANU SPORT & RECREATION ASSOCIATION GUIDELINES ON THE USE OF ALCOHOL

Sporting Events
No participants should be competing in any ANUSRA team or Club event if he/she is suffering from the effects of alcohol. Any such person/s should be asked to leave the sporting arena.

Further disciplinary action may be taken by the Sport & Recreation Council of ANUSRA.

Social Functions
Payment for entry to or attendance at Club and team functions or events can be structured to include the cost of admission, food and entertainment but should only include a limited quantity of alcohol (no more than 2 standard drinks per person). All other alcohol is to be purchased from a cash bar at regular and not heavily discounted prices. Clubs are encouraged to make available ample quantities of low alcoholic drinks at social functions. Clubs are encouraged to discount non-alcoholic and low-alcoholic drinks. Clubs are encouraged to maintain supervision at functions to eliminate poor behaviour and damage to property.
Clubs are encouraged to use trained bar staff to serve alcohol and use serving practices consistent with the "National Guidelines for Responsible Serving of Alcohol".

The ANUSRA believes that for Clubs to promote drinking practices such as 'all you can drink nights', 'drink till you drop', 'laybacks', 'shooters', 'test tubes', 'boat races', 'sculling competitions' or similar would constitute promoting practices that are not within these guidelines.

FUNCTIONS HELD ON AREAS OF ANU CAMPUS OTHER THAN SPORTING FACILITIES MANAGED BY THE ANUSRA

All Clubs please be aware that the ANU Facilities and Services Division has separate policies and procedures relating to the consumption of alcohol on University property and in University buildings. Any request for permission for ANUSRA affiliated Clubs to host such events on any part of campus other than the sporting facilities, (which are covered by this Alcohol Policy), MUST be made directly to the Facilities and Services Division on their application form, which can be found on their web-site under: [http://www.anu.edu.au/facilities/policies/functions-on-campus.html](http://www.anu.edu.au/facilities/policies/functions-on-campus.html).

OTHER REQUIREMENTS

Sponsorship by an alcohol producer, distributor or seller should only be considered if the sponsorship is in the form of clothing, equipment and/or cash.

In the event that alcohol products are part of any sponsorship packages arranged, then this alcohol should be sold at regular and not discounted rates.

* * * * * * * * * *

NOTE: GENERAL QUANTITY GUIDELINES

While it is difficult to define in quantitative terms what constitutes "moderate" drinking, a suggested guide is that drinkers should aim to keep their blood alcohol level within the limits 0.0% - 0.05%. Health authority guidelines suggest that a BAL of 0.05% would be achieved and maintained for a male, by drinking three standard drinks in the first hour and one drink per hour thereafter. For females, the amounts are two standard drinks in the first hour and one per hour thereafter. It is noted that these figures are averages and may vary for different individuals. Standard drinks for this purpose are 285ml full strength beer, 120ml wine and 30ml spirits. Drinkers wishing to stay below 0.05% should clearly drink less than the amounts indicated above. The amount of alcohol to be provided at a function can be calculated using these figures in combination with a knowledge of the number of male and female participants and the duration of the function with an allowance for a proportion of very light drinkers.
Grants System

Please also refer to
2009 Grants Information Booklet
REQUIRED DOCUMENTATION
In order to receive a Grant, clubs will need to provide the following by the due date:

- Current Club Constitution
- Most recent AGM minutes
- Most recent President’s Report
- Most recent Treasurer’s Report
- Detailed current year Budget
- Detailed previous year Accounts incl. Profit & Loss
- Bank Statements from previous year(01JAN? through 31DEC?)
- Current Club Asset Inventory
- List and details of Current Club Executive
- Cat B & Cat D intensive clubs must provide previous year’s member participation records

EXPENDITURE EXCLUDED FROM GRANTS

<table>
<thead>
<tr>
<th>Uniforms</th>
<th>Transport</th>
</tr>
</thead>
<tbody>
<tr>
<td>Petrol</td>
<td>Social activities</td>
</tr>
<tr>
<td>Pre-season trips</td>
<td>Meals</td>
</tr>
<tr>
<td>Guest speakers</td>
<td>Accommodation</td>
</tr>
<tr>
<td>National Park entry fees</td>
<td>Tours</td>
</tr>
</tbody>
</table>

Also refer to Representative Sports Funding.

PROBATION

Clubs who do not adequately pass their audit, or who fail to attend an audit, may be put ‘on probation’. This will result in funding being withheld for the current year, and the club will not have access to the Grants the following year. Once on probation, the Club must prove in the next year that they are being managed in such a way as to satisfy the regulations set out in this handbook. If a club does not satisfy these requirements, they may face disaffiliation from the SRA. (Refer Chapter 12, section 9).
Awards
NOMINATIONS FOR SPORTS AWARDS
All awards are in respect of the year ending 30th November of the calendar year. All Clubs are asked to nominate applicants for the awards. The Blues Committee meets following the closing date for nominations and recommends the successful candidates to Sports Council. The presentation night will be held in April/May.

THE BLUES COMMITTEE
This Committee consists of:
- A member appointed by the University Council,
- Three elected members of the Sport & Recreation Council, and
- Three graduates of any University elected at the Annual General Meeting
The Executive Officer acts as Secretary.

BLUES AWARDS
Clubs may nominate student members for sporting excellence only and not for administrative services to the club. Full Blues are recognised as the highest University honour. To be eligible for an award the person:
- shall be proceeding towards a degree at the ANU, or if a graduate, shall be considered eligible until the completion of the sporting competition which began in the period of the last term of his/her attendance at the University, or
- if he/she successfully completes a year but does not re-enrol, is eligible until the last day for the next re-enrolment period or if excluded from his/her course of study, is eligible until the day of his/her exclusion from the University.
- must be a person of good character whose example, both on and off the field, reflects well on the ANUSRA and the University as a whole.
- Be a financial member of a club
- Have attended the previous University Games/Championships, or if unable to attend, satisfy the Committee that they were unavailable to attend.

HALF BLUES AWARDS
Clubs may nominate student members for sporting excellence. They are awarded for performances which are just below Full Blue standard.

PETER MCULLAGH AWARDS
Clubs may nominate members who have made substantial contributions to the clubs operation or sporting achievements.

SPORTS STAR OF THE YEAR AWARD
The recipient of this award receives cash and prizes to the value of $700. There will exist a triple standard, the first assessed in terms of the candidates performance in two or more sports, the second, of performance in one sport, and the third of performance in sport, generally, at the Australian National University. The third category only comes into effect if no suitable candidate can be selected from the first two.

CLUB OF THE YEAR AWARD
The successful club will receive $1,000 to be added to the clubs grant allocation. Sport & Recreation Council will approve the prize to be spent for the benefit of club members to the satisfaction of the Sport & Recreation Council each year. The approved process is for the Blues Committee to award points for each of the following categories. The club accumulating the most points will be awarded the Club of the Year.
- Membership (15 points)
- Financial and Treasurer's Report (15 points)
- AGM, Administration and President's Report (15 points)
- Sports Excellence (15 points)
- Facilities Improvements/Facilities Maintenance (15 points)
- Club Activities (15 points)
- Blues Committee (10 points)
Note: No club would be eligible for this award that knowingly allowed a non-SRA member improper access to club activities.
Representative Sports Funding
CLARIFYING STATEMENT
ANUSRA has a small budgetary allocation from the Sports Grant for the purpose of sponsoring and encouraging student athletes and sports-persons to compete at elite sporting competitions. Students who wish to make an application for sports funding assistance to domestic and international representative sporting competitions must complete the appropriate request form and submit it to Council for their determination.

FUNDING CRITERIA
The purpose of the funding needs to be made clear. It is essentially intended to be a contribution towards a person's larger fund-raising efforts. Moreover, it is a donation to the student's personal expenses in order to assist them to afford the cost of participation. That said, if the individual is able to find full funding assistance elsewhere, generally no ANU funding will be available.

Therefore, the following criteria applies:
1. Assistance under this scheme is restricted to the actual personal participation costs (entry / travel / team uniform / accommodation) associated with approved national and international competitions.
2. Funding is not intended to substantially cover the total costs of participation; rather it is awarded as a token of encouragement and support to assist with the costs. Additionally, in circumstances where other funding is available to the individual, Representative Sports Funding assistance is only proportionately available.
3. The sponsored applicant should be in a position to promote the University and ANUSRA in a favourable light to the community at large.
4. All recipients of the sports fund grant must give a written report to ANUSRA within one month of completion of the competition.
5. Pro-rata funding may apply when an exceptional number of applicants prescribe, and budgeted allocation will be exceeded if all applicants are allotted maximum funding.
6. Limits apply to funding availability (see "categories" below).

PROCESS
- The ANU student making application for Representative Sports Funding collects an application form from the ANUSRA office and completes required information.
- With the application, the applicant attaches a copy of the OFFICIAL letter from the State / National Sporting Association that details the individual's notification of selection and required financial obligations.
- Application may be cross-checked by the office to authenticate the contents of the letter.
- A sponsorship amount is determined, based on the level of the participant's real out-of-pocket expenses.
- Council is provided with the application for approval.
- Applicant is advised of their outcome.
- Applicant collects sponsorship and agrees to:
  a. furnish a report on the successful completion of their tour
  b. Advise ANUSRA if their participation is terminated, in which case they agree to fully refund ANUSRA the full value of the sponsorship grant.
- Applicant's report tabled at Council following their return from competition.

CATEGORIES:
ANU Representative teams competing in AUS-based competition
- Eastern University Games (EUG's), Eastern University Champs (EUC's) and Australian University Champs (AUC's) The Sport and Recreation Association provides in-kind support, (if and when required in the case of EUC's and AUC's), and pays all entry fees.
- Australian University Games (AUG's)
  The Sport and Recreation Association provides in-kind support and pays all entry fees. Additional funding of $35.00 per person also provided towards team uniform apparel.

ANU Students Representing in a National University Team
- National University Teams competing domestically
  The Sport and Recreation Association provides in-kind support if required. Separate funding of between $200.00 and $300.00 per person depending on location and personal expenses.
- National University Teams competing at World Student Games / World Student Championships
  The Sport and Recreation Association provides in-kind support if required. Separate funding of between $500.00 and $700.00 per person depending on location and personal expenses.

ANU Students Representing Australia in a National Team
- Australian Team Representatives competing domestically
  Funding of between $200.00 and $300.00 per person depending on location & personal expenses.
- Australian Team Representatives competing Overseas
  Funding of between $500.00 and $700.00 per person depending on location & personal expenses.
Affiliated Club Regulations
AFFILIATED CLUBS REGULATIONS
These regulations are made under the Constitution of the Australian National University Sport & Recreation Association Inc to govern the operation of the affiliated Clubs, and prescribe the conditions of Club affiliation to the Sport & Recreation Association.

DEFINITIONS
In these Regulations, unless the contrary intention appears:

“Club” means an affiliated Club of the SRA;

“Council” means the Australian National University Sport & Recreation Incorporated Sport & Recreation Council;

“member” means an ordinary member of the SRA or an associate member of the SRA;

“Ordinary member” means a person who is a member of the SRA who:
   a) is a currently enrolled student at the University who has paid a General Services Fee and has elected to become a member of the SRA; or
   b) (i) is a graduate of a recognised tertiary institution; or
      (ii) is a staff member employed more than 50% of full time;
      who has paid SRA membership fees and whose membership of the SRA has been approved by the Council.

“University” means the Australian National University.

SECTION 1 – INITIAL AFFILIATION
1.1. Upon written application to the Council, a Club may, if it satisfies the requirement of these regulations, become affiliated to the SRA.

1.2. To apply for affiliation to the SRA, a prospective Club is required to:
   a. Make a request for affiliation in writing to the Council;
   b. Provide latest minutes of Club meetings;
   c. Provide details of current office bearers;
   d. Provide a copy of the Clubs current Constitution;
   e. Provide a membership list of at least 20 members of the SRA; and
   f. Outline the Clubs intended sporting and physical recreational operations and financial projections.

1.3. Any Club granted affiliation will be on twelve month probation; and following that probation, can apply to Council for full affiliation by again writing to Council addressing the details specified in (1.2) above.
SECTION 2 – MEMBERSHIP
2.1. Only members of the SRA can be admitted to membership of an affiliated Club.

2.2. Affiliated Clubs will ensure that at all times their membership is no less than twenty (20) members.

2.3. Affiliated Clubs will ensure that at all times their club sponsored “Significant Contributor” associate membership does not exceed:
   a. 15% of their total membership; or
   b. 5 members (if the total club membership is less than 34 members).

2.4. Affiliated Clubs will ensure that at all times their club sponsored “Valued Club Affiliate” associate membership does not exceed 5% of their total membership.

2.5. Affiliated Clubs will ensure that their membership fees for University students is lower than that of other SRA members.

2.6.a. Unless a compelling reason exists, no affiliated Club may deny membership to a member of the SRA, provided they are prepared to pay the relevant Club joining fee.
   b. If a compelling reason exists for denying a member of the SRA access to Club membership, the Club must follow the same procedure as noted in 2.7.b.

2.7.a. An affiliated Club can not cancel the Club membership of a SRA member, but may suspend them from membership under conditions which are set out in their Club constitution.
   b. Where no provisions exist in a Club constitution for suspension of a member, or if a Club wishes to cancel the membership of a member, the Club will write to the Executive Officer as soon as is practical to state the reason for the recommended suspension or cancellation. Sport & Recreation Council will then make a decision as regards the status of this member as soon as is practical.

SECTION 3 – AFFILIATION
3.1. Affiliation may be granted to those applicant clubs which satisfy the following requirements:
   a. the activities associated with the aims of the clubs must involve physical exertion or co-ordination of eye and muscle;
   b. these activities must comply with at least one of the following:
      i. competition between individuals or teams;
      ii. physical exertion where co-ordination of eye and muscle must be the primary motivation for the activities;
      iii. the club conducts regular sporting events.

SECTION 4 – CONSTITUTION
4.1. An affiliated club is to have a written constitution embodying the following principles:
   a. the objects of the club shall be to encourage, foster, develop, extend and control that particular sport or physical recreation within the University community;
   b. an Annual General Meeting to be held each year at which reports on the activities and finances of the club shall be given and office bearers shall be elected;
   c. a Committee to be elected annually to govern the club and to consist of an Executive, consisting of President, Vice President, Secretary, and Treasurer, together with up to three (3) other Committee members. Only Ordinary members of the Union are eligible for election to the Executive
   d. The Club is to act as an affiliated Club of the SRA, in accordance with its Constitution and by-laws and to co-operate in its activities.

4.2. A model Club Constitution is available from the SRA administration office.
SECTION 5 – DUTIES OF AFFILIATED CLUBS
5.1. Each affiliated club is to hold an Annual General Meeting once in every year, at which, in addition to any other business which may be transacted at an Annual General Meeting, the business shall be;

(a) to confirm the minutes of the last preceding Annual General Meeting and of any special general meeting held since that meeting;
(b) to receive from the Committee reports upon the activities of the Club during the last preceding financial year;
(c) to elect office-bearers of the Club and other members of the Committee;
(d) to receive and consider a financial statement from the Committee which is not misleading and which gives a true and fair view for the last financial year of the Club's:
   - income and expenditure
   - assets and liabilities
   - mortgages, charges and other securities.

5.2. At the SRA’s request, the Secretary of each affiliated club is to forward to the Executive Officer of the SRA, the following:
- the minutes of the Annual General Meeting
- the names of office bearers elected at that meeting
- the Annual Reports adopted by that meeting
- the statements of accounts adopted at that meeting
- a copy of all current by-laws and regulations of the Club

SECTION 6 – SECRETARIES
6.1. The Secretary of each club will:

a. keep a roll of members of the club in a format approved by the Council and submit it to the Executive Officer of the SRA whenever it is requested;
b. submit all other documents and materials the Council may require from time to time.

SECTION 7 – TREASURERS
7.1. The Treasurer of each club will:

a. receive and take charge of all monies received by the Club including monies granted to the club by Council;
b. expend any grant in such manner as the Council directs;
c. keep such books and accounts as the Council directs;
d. arrange for the books and accounts to be reviewed by the SRA when requested by the SRA;
e. keep a record of all equipment purchased by or for the club with SRA funds.

SECTION 8 – REPOSSESSION
8.1. The Council shall repossess all moneys and equipment of any club that does not abide by Section 7.

SECTION 9 – DISAFFILIATION OF CLUBS
11.1. The Council may disaffiliate any Club which:

a. The Council believes, upon inspecting the accounts of the Club, has been financially mismanaged; or
b. Repeatedly fails to carry out the directives of the Council; or
c. Fails to carry out its obligations under these Regulations; or
d. Admits to membership any persons who are not members of the SRA.

SECTION 10 – DISPUTES
12.1. The Council shall determine any disputes arising as to the meaning of these regulations.

12.2. In the case of Clubs failing to resolve internal disputes, or in the case of disputes between Clubs, the Council reserves the right to direct the club Committees.